



## Scotland's Local Authorities

### Case Study: Leadership and Management for the Public Sector

**Scotland's councils have, in recent years, witnessed enormous changes to the landscape in which they operate. Glasgow Caledonian University (GCU) is offering their senior managers valuable support in developing leadership in practice.**

Managers need appropriate knowledge and skills, given the new political context and the structural changes instigated by the Scottish Government's modernisation agenda. GCU has developed a work-based study programme for Leadership and Management of Public Services. It aims to integrate knowledge and skills generated by an organisation's own professionals with university-based theory and good practice in relation to leadership.

Developed in partnership with North and South Lanarkshire, Scotland's largest local government authorities, GCU's Leadership and Management of Public Services programme continues to be delivered to a number of councils. Over 230 North and South Lanarkshire managers have attended the programme, with many opting to pursue the programme to MSc level. The flexible programme can also be delivered as a Continuing Professional Development (CPD) route.

"Completing the academic route has been an extremely positive experience for students with a number continuing to diploma level. The general

feeling is that it is topical, relevant, interesting and challenging. South Lanarkshire Council has a very good working relationship with GCU and has every intention of continuing to develop this partnership," says Susan Mair, Personnel Adviser (Employee Development), South Lanarkshire Council.

It embraces both the corporate needs of public service organisations and the learning needs of the individual professionals, while fulfilling the academic requirements of criticality which defines the Masters level. It incorporates both formal learning and learning which is generated by practitioners in the work-place. One of the most important dimensions of learning at work is learning from other people.

An innovative feature of this programme is that the University offers associate lectureships to appropriately qualified and experienced council staff to allow them to support student learning in the workplace. This means senior managers within a council will gain additional expertise and experience and the council itself accumulates

# Business Academies

greater capacity in-house. This means a legacy not only of learning, but also of teaching which can subsequently be used across the whole organisation to develop staff for the future.

The flexibility of the programme and broad coverage of management issues ensure that it can meet the needs for most public service organisations' management development programmes. It can be delivered on-site or on-campus or at a combination of locations.

GCU supports Recognition of Prior Learning, which gives individuals the opportunity to gain recognition for all of their previous learning gained prior to studies at GCU. This can include learning which has already been assessed and credit rated at a university or college, or other learning and training provider. It also includes learning gained through life or work experiences (Recognition of Prior Informal Learning/RPiL) such as: work (paid or unpaid employment, job

training, workshops); community, voluntary or leisure activities; family life (caring, domestic organisation); and key life experiences and events.

GCU is working with a range of employers who recognise that Recognition of Prior Learning is important, not just in supporting their employees to gain the necessary qualifications they might need to upskill or reskill, but about embedding processes and enabling people to think about what they have learnt and how to apply that to enable employers to target their training provision more effectively.

"Wherever we are, the magic we try to work is in bringing academic and work-generated knowledge together. What it allows is the space for managers to stand back and look at their own policy and practice in the light of theoretical models," says Vince Mills of GCU's Scottish Centre for Work Based Learning.

"South Lanarkshire Council has a very good working relationship with GCU and has every intention of continuing to develop this partnership."



**At Glasgow Caledonian University, we work with industry and public sector partners to ensure our expertise responds to the need for real-world innovation. GCU's strategic business development and knowledge transfer teams work with academic experts in our Schools and Research Institutes to support businesses with a problem-solving approach.**

**Contact us to find out more about building a brighter future with GCU at [www.gcu.ac.uk/business](http://www.gcu.ac.uk/business).**



Better business, brighter futures



**Further information:**

**Fiona Stewart-Knight** or **Paul McCartney**

Business Academies

Glasgow Caledonian University

[fiona.stewartknight@gcu.ac.uk](mailto:fiona.stewartknight@gcu.ac.uk) 0141 331 8658

[paul.mccartney@gcu.ac.uk](mailto:paul.mccartney@gcu.ac.uk) 0141 273 1895

[www.gcu.ac.uk/business](http://www.gcu.ac.uk/business)